



# Navy Mentoring Guide

Center for Naval Leadership  
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*Best Viewed in "Slideshow"*

# So You Want to Be a Mentor

(or find a mentor)

# Eight Steps

1. Learn what mentoring is all about
2. Review mentoring suggestions
3. Make a match
4. Have your first meeting
5. Continue the partnership
6. Have a six-month check-up
7. Continue with personal growth
8. Conclude the mentoring partnership

# Step One: Learn What Mentoring Is All About

The mentoring partnership is an agreement between two people sharing experiences and expertise to help with personal and professional growth.



# Step One: Learn What Mentoring Is All About (cont'd)

To learn about mentoring, you need to know:

- What does it take to be a mentor?
- What does the mentor get out of it?
- What are the protégé's responsibilities?
- What does the protégé get out of it?
- What are the different types of mentoring?

# What Does It Take to Be a Mentor?

- Desire
- Time
- Reality check
- Individual career development plan

# What Does the Mentor Get Out of It?

- Pass on successes
- Practice interpersonal & management skills
- Become recognized
- Expand their horizons
- Gain more than the protégé does

# What Are the protégé's Responsibilities?

- Willing to learn
- Able to accept feedback
- Willing to “stretch”
- Able to identify goals



# What Does the protégé Get Out of It?

- Listening ear
- Valuable direction
- Gaps filled in
- Doors opened
- Different perspective
- Growth and Development

# What Are the Different Types of Mentoring?

It's important to understand that there are several types of mentoring:

- Natural mentoring
- Situational mentoring
- Supervisory mentoring
- Formal facilitated mentoring

# Natural Mentoring

Natural mentoring occurs all the time and always has. It happens when one person (usually senior) reaches out to another, and a career-helping relationship develops. Research shows this type of mentoring most often occurs between people who have a lot in common. This is because we are usually more comfortable with those who are most like ourselves.



# Situational Mentoring

Situational mentoring is usually short-lived and happens for a specific purpose. An example would be when one worker helps another with a new office computer system, or when someone goes on an “informational interview” with someone who is in a career they are considering.



# Supervisory Mentoring

- Very important
- All good supervisors mentor their subordinates
- Drawbacks
  - May not be a “subject matter expert”
  - Heavily tasked
  - Comfort levels

# Formal Facilitated Mentoring

- Formal facilitated mentoring programs are structured programs in which an organization matches mentors with protégés.
- They may target one special segment of the organization whose career development may be lagging behind that of others (for example, women) to help that group advance further. They may assign mentors to protégés and monitor the progress of the mentoring connection.

# Navy Mentoring Program

- Partly formal, partly informal
- Used benchmarking and research
  - Programs are most successful when protégé selects mentor
  - E-mail partnerships are valuable
- Choose a user-friendly program, available to all (NKO)



# Navy Mentoring Program (cont'd)

- Educate people so they will form mentoring partnerships
- Includes vast resources on Navy Knowledge Online
  - E Learning with Skill soft
  - Harvard Manage Mentor Plus Courses
  - Best Practices and Successful programs and lessons learned



# Step Two: Review Mentoring Suggestions

- Commit to one-year partnership
- Discuss “no-fault” termination
- Have a six-month check-up

# Step Three: Make a Match

You may be looking  
for a mentor, a  
protégé, or both.

# General Guidelines

- Keep it out of the chain of command
- Try for a two grade level difference

# Looking for a Mentor

- Look for someone at or near your command
- Identify successful Sailors
- Talk with your Career Counselor
- Set up a meeting with your Chief



# Looking for a protégé

- Look at your location
  - Senior people should reach out to junior people
  - Consider those who are quiet, not likely to ask for help, or feel excluded
- Volunteer as a mentor

# Step Four: Have Your First Meeting

May be in person, by e-mail, or by phone

- Discuss the protégé's expectations
- Choose a neutral setting (if face-to-face)
- Discuss when you will meet and how often

# Step Four: Have Your First Meeting (cont'd)

- Discuss when it's okay to phone
- Agree to confidentiality
- Get to know each other

*Now you're on your way!*

# Step Five: Continue the Partnership

- Mentor will use listening, counseling, coaching, career advising, and goal setting to help protégé develop Individual Career Development Plan



# Step Five: Continue the Partnership (cont'd)

- Identify goals
- Fill in the gaps
- Expand available options
- Explore referral resources
- Build self-esteem
- Evaluate each meeting

# Step Six: Have a Six-month Check-up

- Describe progress
- Review Career Development Plan
- Review personal and professional goals
- Ask questions

# Step Seven: Continue With Personal Growth (for Both Partners)

- Mentoring can expand world of both partners
- Mentoring can help people become more comfortable with differences

# Step Seven: Continue With Personal Growth (cont'd)

- Resources to help
  - Gender differences
  - Ethnic differences
  - Personality differences



# Step Eight: Conclude the Mentoring Partnership

- Many partnerships continue
- Notify if you decide to end it early
- Give feedback
- Review and revise goals
- Express gratitude

*Congratulations!*

# Resources

- Visit Navy Knowledge Online and the Center for Naval Leadership Portal Pages for most recent information on resources available
- Use this presentation for training!
- Personal worksheets
- Planning Tools
- Harvard Manage Mentor Plus



# **Other Helpful Links**

<http://www.uscg.mil/hq/g-w/g-wt/g-wtl/mentoring.htm>

[www.nko.navy.mil](http://www.nko.navy.mil)

<http://www.mentoring.org/>

<http://www.mentoringgroup.com/>